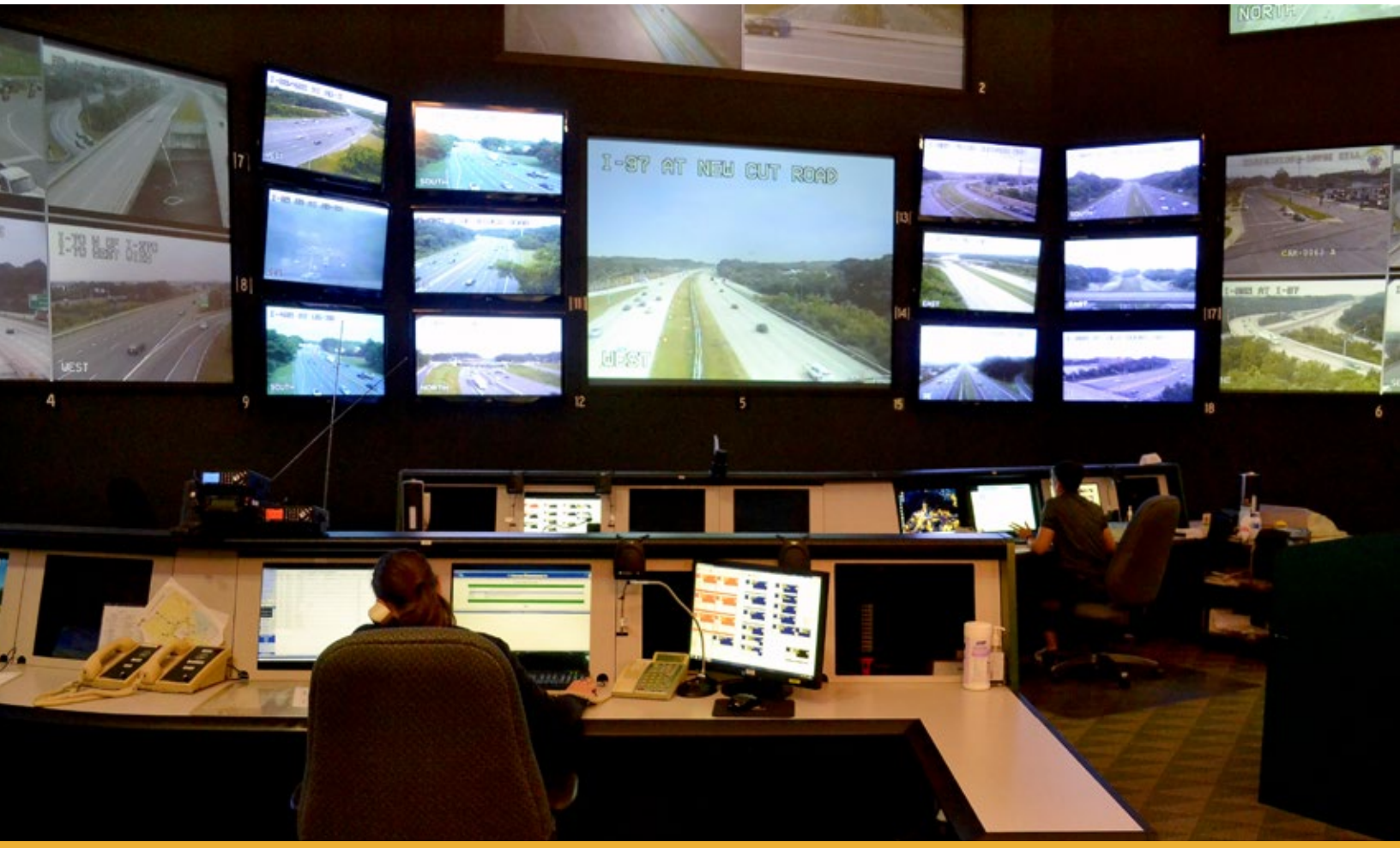
TANGIBLE RESULT #2

Use Resources Wisely



MDOT receives resources from our customers and they expect products and services in return. To better serve our customers, MDOT must maximize the value of every dollar we spend.

RESULT DRIVER:

Corey Stottlemyer

The Secretary's Office (TSO)

TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Laurie Brown
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To track the efficiency of capital spending.

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Track capital project spending versus the Consolidated Transportation Plan programmed funds.

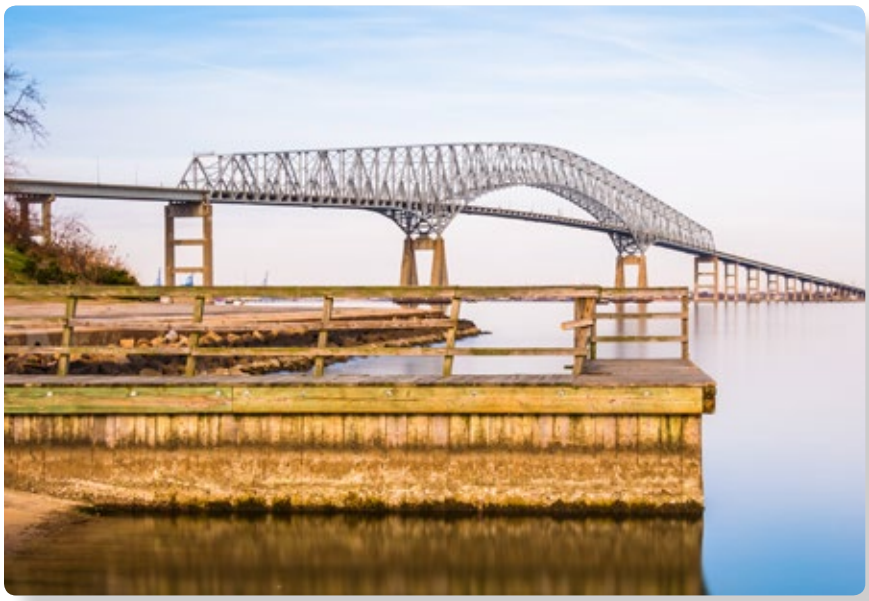
NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.1
Percent Capital Dollars Spent as Programmed

"What we need to do is paint a vision for customers, promise them deliverables, and go hit at it." — Sanjay Kumar

The purpose of this measure is to show MDOT's customers that MDOT is delivering on the capital projects and funding programmed in the annual Consolidated Transportation Program (CTP). MDOT evaluates this measure by tracking capital funding expenditure rates and monitoring the reasons why expenditure levels are falling short or exceeding CTP programmed amounts.

At the close of FY2018 Q1, MDOT's capital program spending rate was at 20 percent of CTP forecasted funds expended, which is 2 percent higher than last year's 18 percent expenditure rate.



PERFORMANCE MEASURE 2.1
Percent Capital Dollars Spent as Programmed

Chart 2.1.1: 6-Year Expenditure Rate Analysis, Federal & State FY2013-FY2018

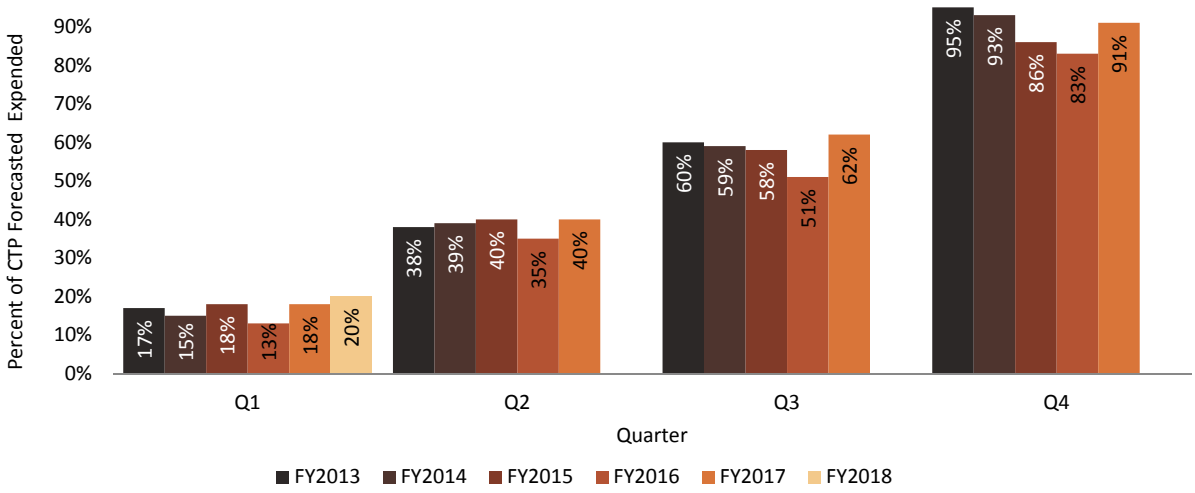
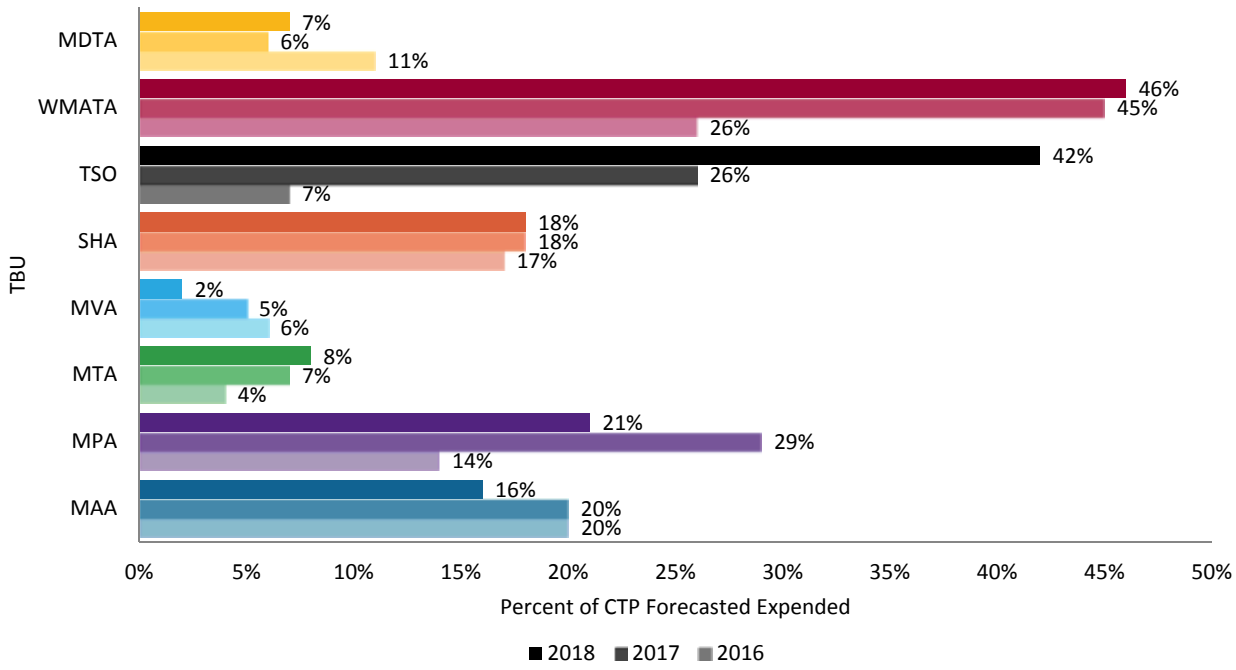


Chart 2.1.2: 3 Year Expenditure Rate By TBU at Q1 Mark, State/Federal/Toll FY2016-FY2018



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Tony Moore
Maryland Port Administration (MPA)

PURPOSE OF MEASURE:
To track other sources of dollars utilized to fund capital projects as an indicator of MDOT's success at leveraging its finite resources.

FREQUENCY:
Annually (in April)

DATA COLLECTION METHODOLOGY:
This measure tracks county/ local contributions, private contributions, and federal discretionary funding received each year towards projects.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.2
Percent of Projects Leveraging Other Funding Sources

"When we leverage, we aggregate and organize existing resources to achieve success." — Richie Norton

The purpose of this measure is to track and highlight successes at leveraging Transportation Trust Fund (TTF) dollars with federal, local, and private dollars.

MDOT leveraged $117M in other funding in FY2016. This represents roughly 5 percent of the total FY2017 capital program expended. Most of this funding was leveraged by SHA through private contributions, MTA through Purple Line enabling projects, as well as TSO through the award of discretionary funding for the Maglev project.

Of the $117M in other funding leveraged in FY2016, $51M was received from successfully competing for discretionary federal funding. Another $34M was leveraged from private contributions towards roadway improvements on SHA right-of-way. This is down from $74M in FY2015. In addition, there was another $32M in local/county contributions in the form of funding or enabling projects.

PERFORMANCE MEASURE 2.2

Percent of Projects Leveraging Other Funding Sources

Chart 2.2.1: Other Funding Leveraged by TBU FY2015-FY2016

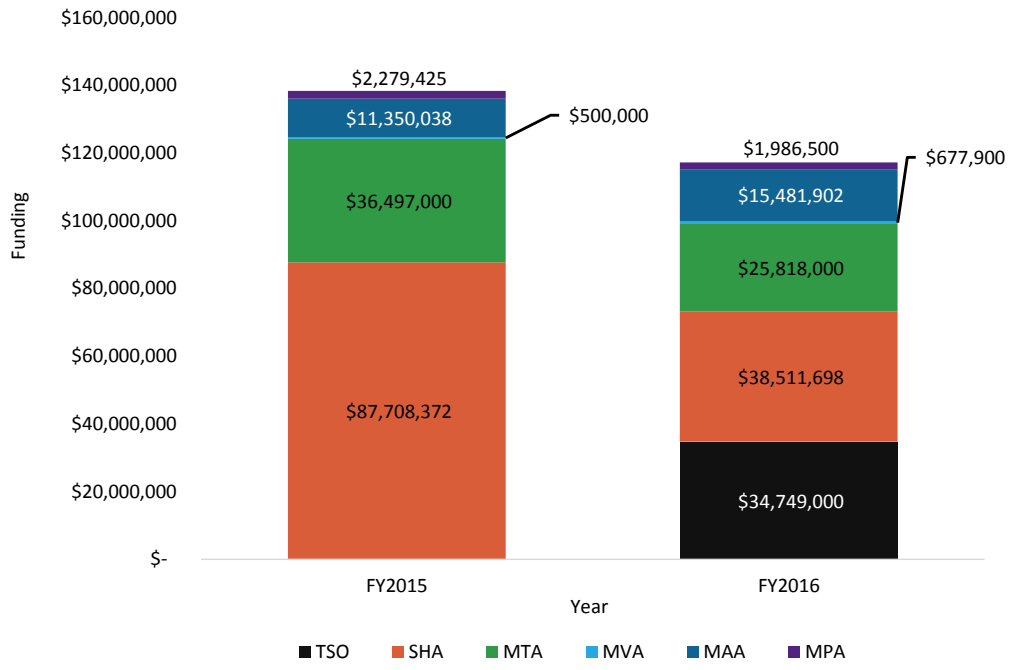
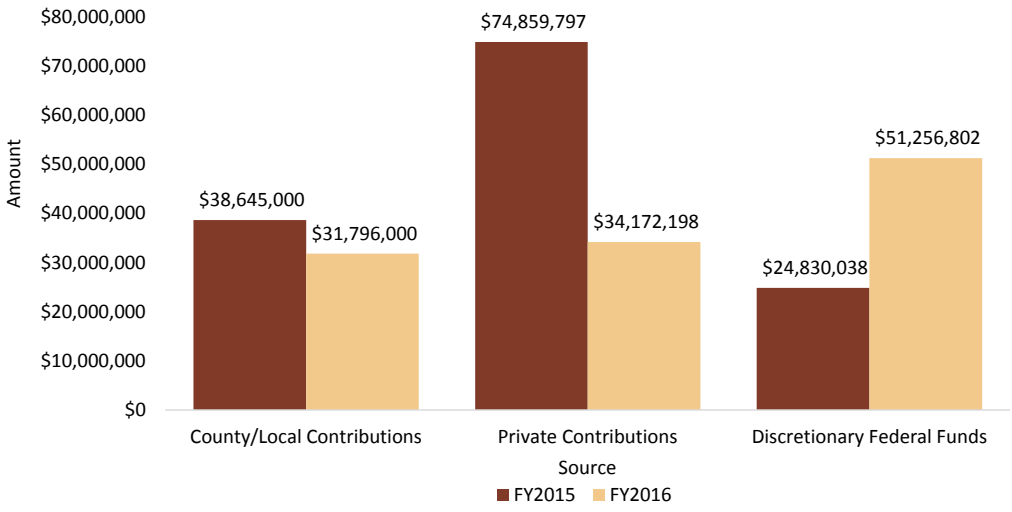


Chart 2.2.2: Amount of Other Funding Leveraged By Source FY2015-FY2016



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Ellery Loomis
Maryland Vehicle Administration (MVA)

PURPOSE OF MEASURE:
To track the commitment of our employees in furthering MDOT's reputation, mission and interests by identifying key motivators and obstacles in the workplace.

FREQUENCY:
Annually

DATA COLLECTION METHODOLOGY:
Develop and implement one MDOT employee feedback survey administered to all employees.

NATIONAL BENCHMARK:
*GALLUP 2015 national engagement percentages:

32 percent engaged employees

50.8 percent not engaged

17.2 percent actively disengaged

PERFORMANCE MEASURE 2.3
Employee Engagement

There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow." — Jack Welch

Engagement accounts for the emotional commitment an employee has for MDOT and the amount of discretionary effort the employee expends on behalf of MDOT. Engaged employees go beyond what they "have to do" to what they "want to do" for MDOT and its customers.

MDOT completed its first ever department-wide Employee Feedback Survey that eliminated redundant efforts and minimized expense by combining talent and resources, ensured a systematic and consistent approach to employee engagement across all TBUs, and accurately gauged the workforce climate to develop and prioritize new business strategies. The results of the survey were positive, but also pointed to areas of improvement on which to focus strategies.

PERFORMANCE MEASURE 2.3
Employee Engagement

Chart 2.3.1: Responses to "Would You Consider MDOT to Have a Positive Workplace Environment?" CY2017

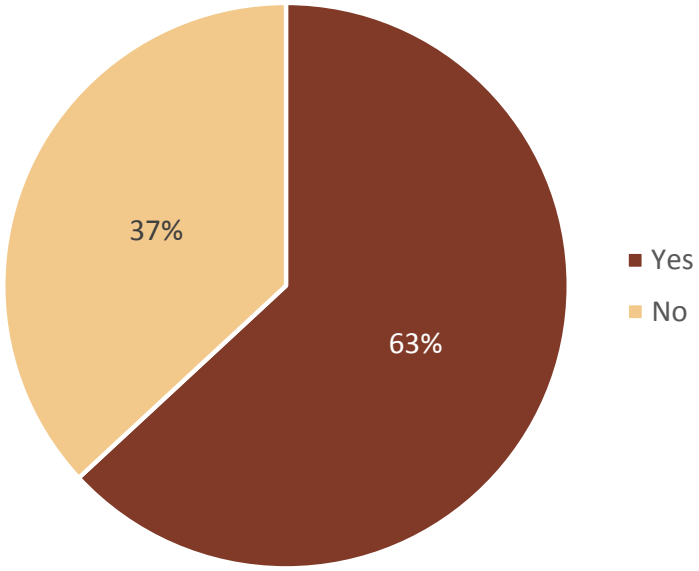
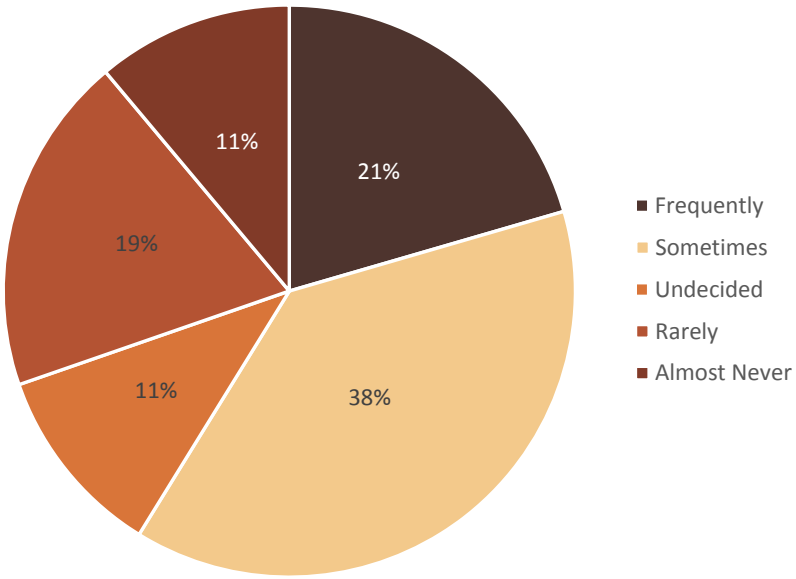


Chart 2.3.2: Responses to "How Often Do You Feel Valued at Work?" CY2017



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Bret A. Dousharm
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:
To identify the percentage of employees who leave MDOT and analyze trends in voluntary and involuntary separations.

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Quarterly reports of employee separations are provided by TSO HRIS Unit. These reports show the number of separations during a given period of time for each TBU broken down by all available separation codes (i.e. reasons).

NATIONAL BENCHMARK:
U.S. Department of Labor (DOL) Bureau of Labor Statistics for U.S. State and Local Governments.

PERFORMANCE MEASURE 2.4
Employee Turnover Rate

"Having to re-recruit, rehire, and retrain, and wait for a new employee to get up to speed is devastating in terms of cost." – Patrick Lencioni

Annual employee turnover rate is the ratio of total separations, both voluntary and involuntary, compared to the average number of employees during the given timeframe, expressed as a percentage. The Human Resource Information System (HRIS) Unit in the Human Resources Division of the TSO provided the total number of employees and total number of separations for each TBU on a quarterly basis. The national benchmark was determined by utilizing the U.S. Bureau of Labor Statistics' Job Opening and Labor Turnover Survey (JOLTS) data for U.S. state and local governments (excluding education, seasonally adjusted) total employee separations.

Chart 2.4.1 compares the turnover rate of each TBU for the 1st quarter (Q1) of FY2017 and FY2018. Chart 2.4.2 compares the MDOT total turnover rate to the national average for state and local governments. MDOT is one percent above the national average.

One notable element that continues to be important in analyzing MDOT turnover is the employee separations that occur within one year from the date of hire. The following chart illustrates the number of newly hired employees that have separated from MDOT in comparison to all other separations occurring in Q1 of FY2018. This data reflects that approximately 24.9 percent of all employee separations during this timeframe occurred within the first year of hire. This is a 5.9 percent increase from Q4 of FY2017.

Several action strategies are underway to address employee turnover concerns. MTA successfully identified and resolved a payroll system coding limitation that allows the appropriate reason for separation to be tracked for all MTA employees, including Transportation Service Human Resource System (TSHRS) and union employees. Properly identifying the reason these employees choose to leave MDOT is a crucial factor in developing successful business practices to retain a healthy workforce and lower turnover costs.

In addition, TSO collected exit interview procedures and materials from all TBUs and a review of these materials is underway to determine best practices and areas for improvement. TSO is also leading the effort of developing a MDOT employee separation policy to document and standardize necessary procedures.

PERFORMANCE MEASURE 2.4
Employee Turnover Rate

Chart 2.4.1: Employee Turnover Rate by TBU (Total Employees), Seasonal Comparison of Q1 FY2017 vs. Q1 FY2018

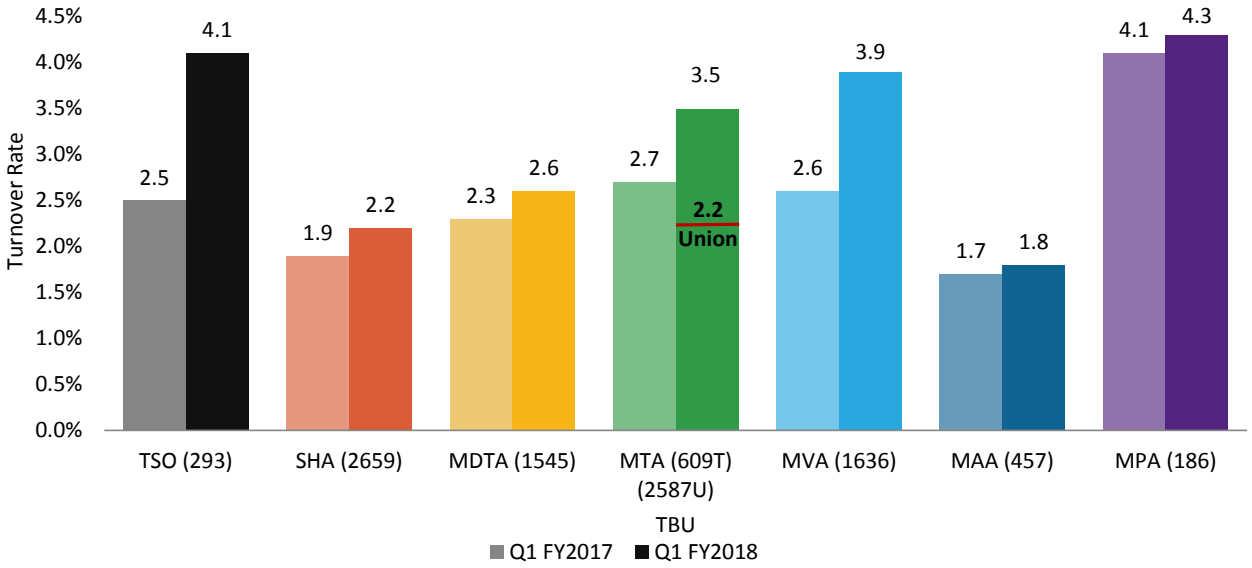
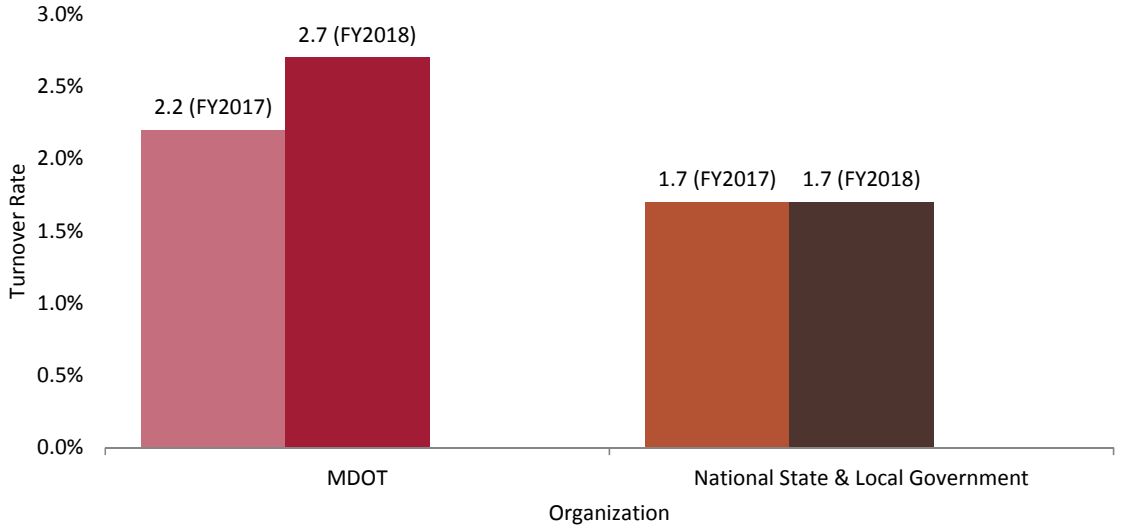


Chart 2.4.2: Employee Turnover Rate, Seasonal Comparison of Q1 FY2017 vs Q1 FY2018



PERFORMANCE MEASURE 2.4
Employee Turnover Rate

Chart 2.4.3: Employee Separations by TBU (Total Employees) Q1 FY2018

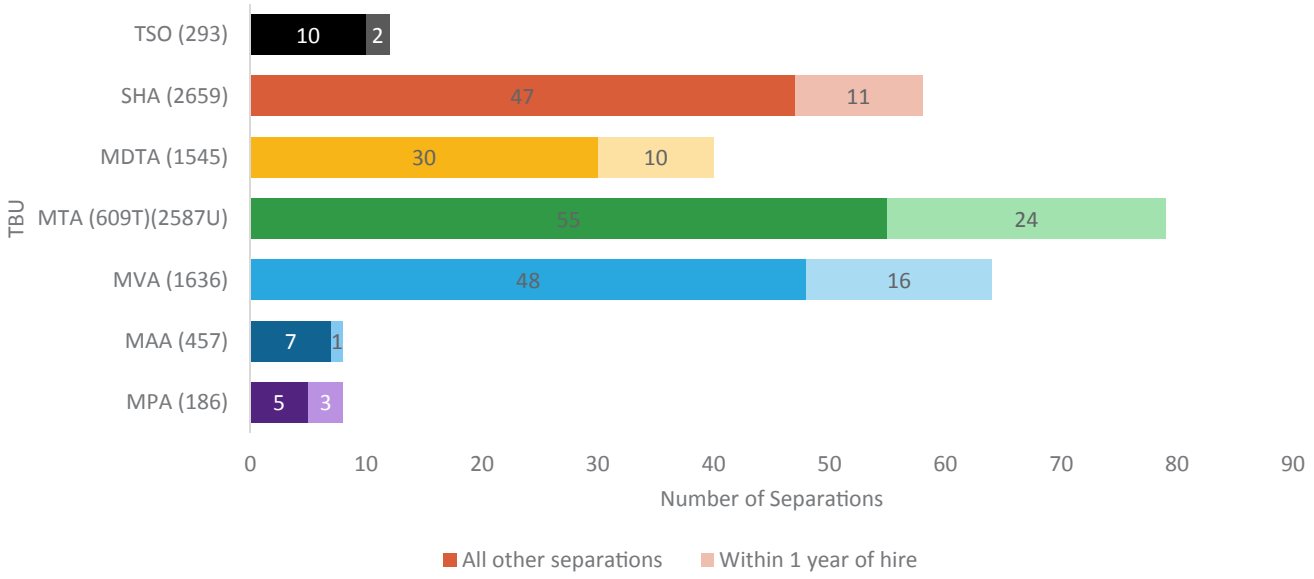
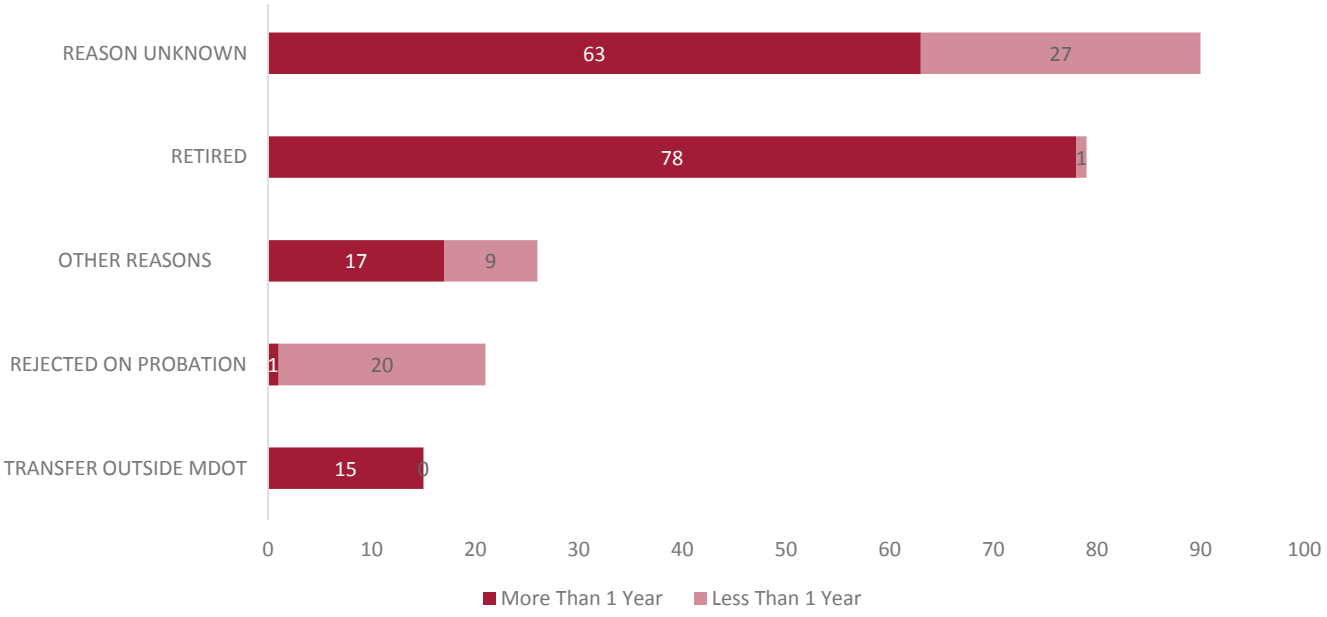


Chart 2.4.4: Top 5 Most Frequent Separation Reasons MDOT-Wide Q1 FY2018



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Krystel Wilson
Maryland Aviation Administration (MAA)

PURPOSE OF MEASURE:
To demonstrate efficient use of available positions and identify opportunities for improvement in our recruitment and selection processes.

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Quarterly report for MDOT and each TBU from HRIS housed at TSO and spreadsheets completed by TBU Human Resource Offices.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.5
Time to Fill Vacancies

"You should take your time making new hires, I'll give you that -- but how much time do you really have? The people you're interviewing have lives." – Liz Ryan

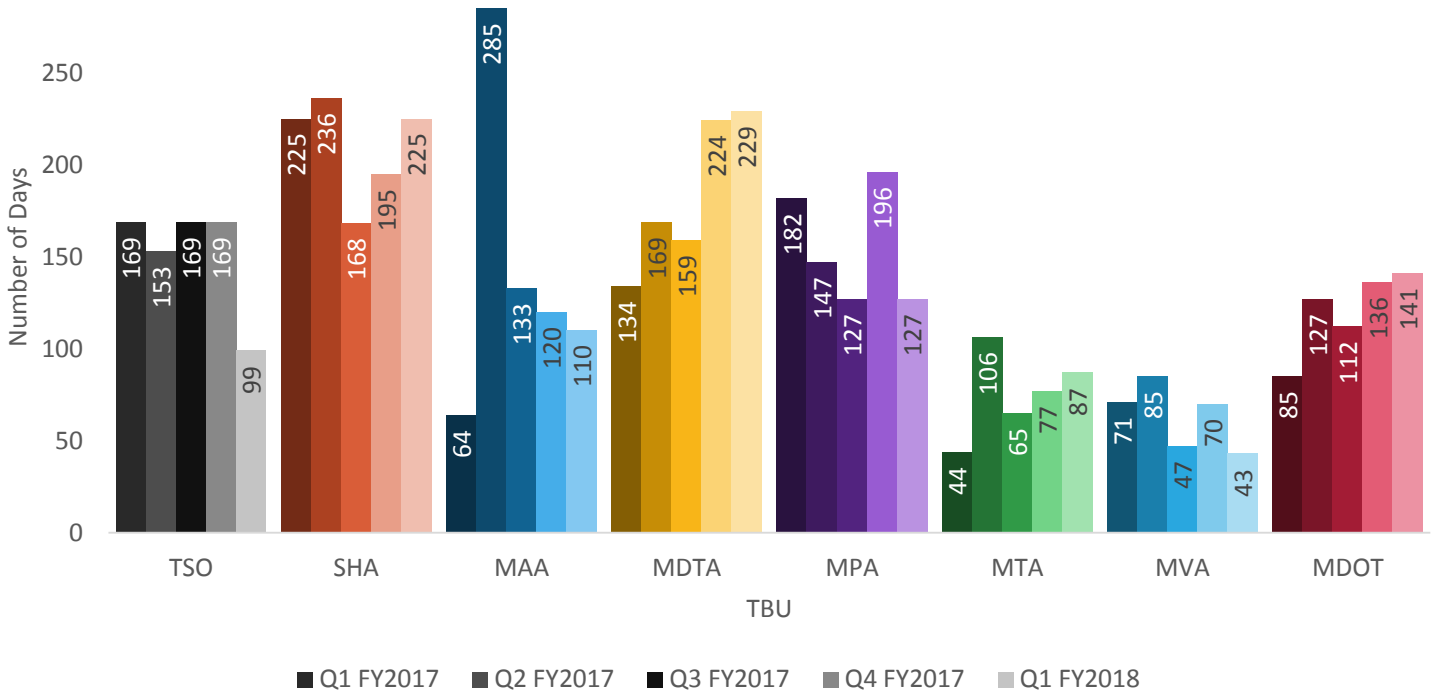
Reducing the time it takes to fill our vacant positions will increase MDOT's staffing levels, improving the ability to deliver projects on time and rapidly address emergencies affecting the transportation system.

To better reflect the data, the measure shifted from a mean to a median to discount outliers. While MDOT saw another increase in the past quarter, Trends and MAA, MPA, and MVA are headed in the right direction. This number also inversely follows the percent of vacancies filled in less than 180 days.

MDOT did see a drastic decrease in the number of outstanding PINs (6 months or older) in the First Quarter of Fiscal Year 18. These dramatic improvements are a combination of eliminated PINs, process improvements, and Agile HR. Overall MDOT saw an 82.7-percent decrease in PINS older than 6 months. SHA dropped from 77 to 5 and MTA dropped from 56 to 0.5.

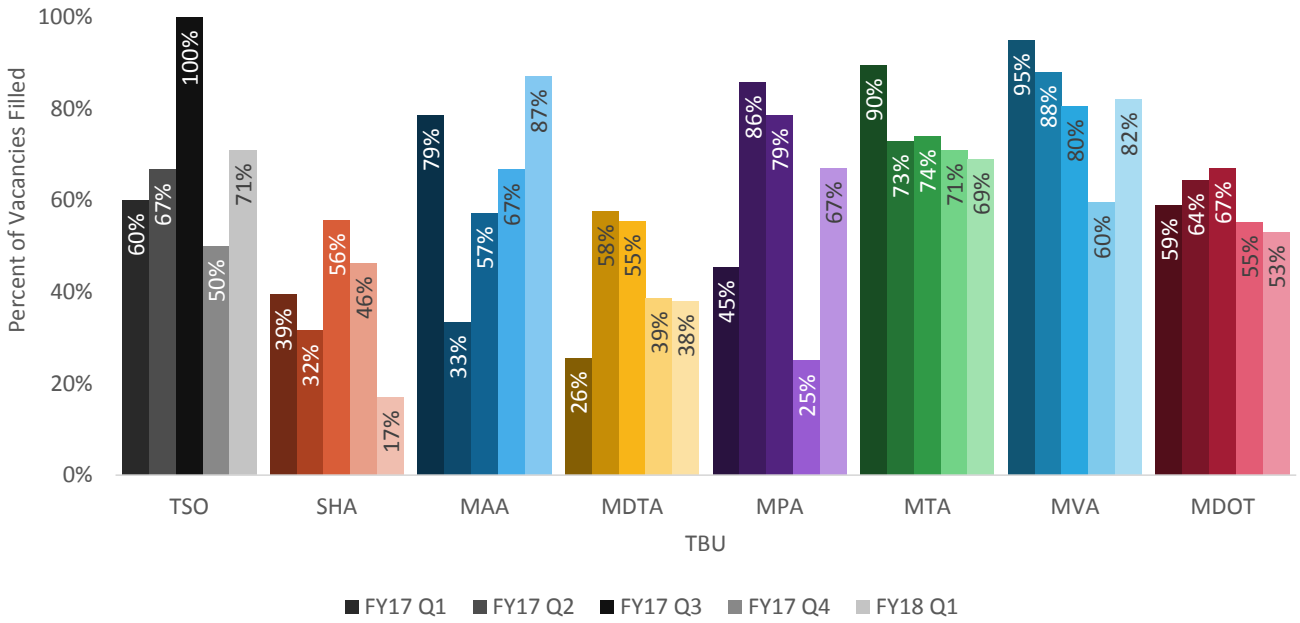
PERFORMANCE MEASURE 2.5
Time to Fill Vacancies

Chart 2.5.1: Median Time to Fill Vacancies by TBU FY2017 -Q1 FY2018



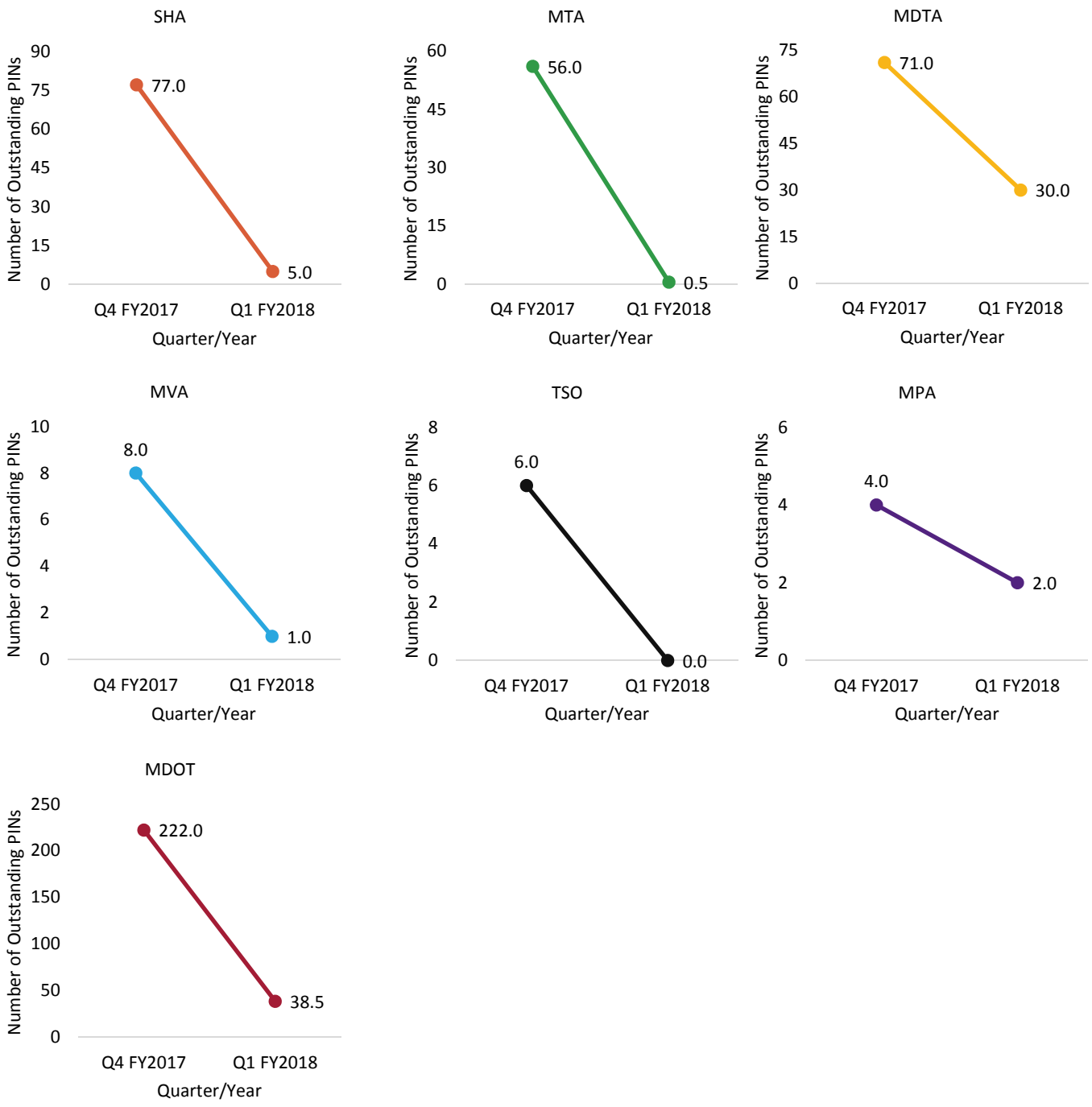
PERFORMANCE MEASURE 2.5
Time to Fill Vacancies

Chart 2.5.2: Percent of Vacancies Filled in Less than 180 Days by TBU FY2017 -Q1 FY2018



PERFORMANCE MEASURE 2.5
Time to Fill Vacancies

Chart 2.5.3: Outstanding PINs (6 months or older) by TBU Q4 FY2017 – Q1 FY2018



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Bill Bertrand
State Highway Administration (SHA)

PURPOSE OF MEASURE:
To measure how well MDOT records, safeguards, and efficiently controls fixed assets.

FREQUENCY:
Annually (in October)

DATA COLLECTION METHODOLOGY:
Data will be collected when the business units conduct annual fixed asset physical inventories.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.6

Percentage of Fixed Asset Units Identified or Accounted for During the Annual Physical Inventory of Fixed Assets

"You can't control what you can't measure." — Tom Demarco

This measure emphasizes the importance of stewardship and internal controls with respect to fixed assets owned by each of the TBUs. This performance measure reports the percentage of fixed assets counted by each business unit during its annual fixed asset physical inventory versus the number of fixed assets recorded in each business unit's official inventory records. A regularly-conducted physical inventory of fixed assets ensures accurate information for the management of assets and discourages fraud.

Currently, five of seven business units conduct a full inventory of nonsensitive Items once every three years and a full inventory of sensitive items annually. The remaining business units, MAA and SHA, conduct a full inventory of both sensitive and non-sensitive items annually.

Table 2.6.1: Physical Inventory by TBU - 2015- 2016

	Sensitive Assets		Non-Sensitive Assets		Total Assets	
	2015	**2016**	**2015**	**2016**	**2015**	**2016**
MAA	98.6%	98.9%	99.0%	96.2%	98.8%	98.8%
MDTA	82.8%	100.0%	-	100.0%	82.8%	100.0%
MPA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MTA	77.7%	94.8%	76.7%	94.0%	77.3%	94.4%
MVA*	95.7%	86.9%	93.2%	87.1%	95.6%	86.9%
SHA	-	97.7%	91.4%	98.8%	91.4%	98.5%
TSO	94.9%	94.4%	94.9%	-	94.9%	94.4%
MDOT	**89.9%**	**93.3%**	**87.6%**	**97.2%**	**89.3%**	**94.8%**

**Note: MVA Non-Sensitive Asset percentage for 2015 restated from prior year.*

TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Sejal Barot
State Highway Administration (SHA)

Dan Favarulo
The Secretary's Office (TSO)

PURPOSE OF MEASURE:
Provide an overview which shows how TBUs monitor asset management activities.

FREQUENCY:
Annually (in January)

DATA COLLECTION METHODOLOGY:
Asset inspection condition and asset life-cycle cost analyses are compiled at the TBU level.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.7
Managing Capital Assets

"One of the great responsibilities that I have is to manage my assets wisely, so that they create value." — Alice Walton

Customers deserve to know that MDOT is strategically managing its diverse capital assets. Each TBU maintains its physical assets according to policies that minimize asset life-cycle cost while avoiding negative impacts on the delivery of transportation services.

As part of this measure, MDOT has embarked on an inventory of capital assets across all TBUs. This survey was the first of its kind done at MDOT and includes pavement, bridges, tunnels, rail, vehicles and equipment, facilities, and IT systems.

MTA, SHA, MAA, MDTA and MPA perform annual bridge inspections per federal guidelines to assess a rating, which is used to determine if any remedy is required to keep bridges structurally sound.

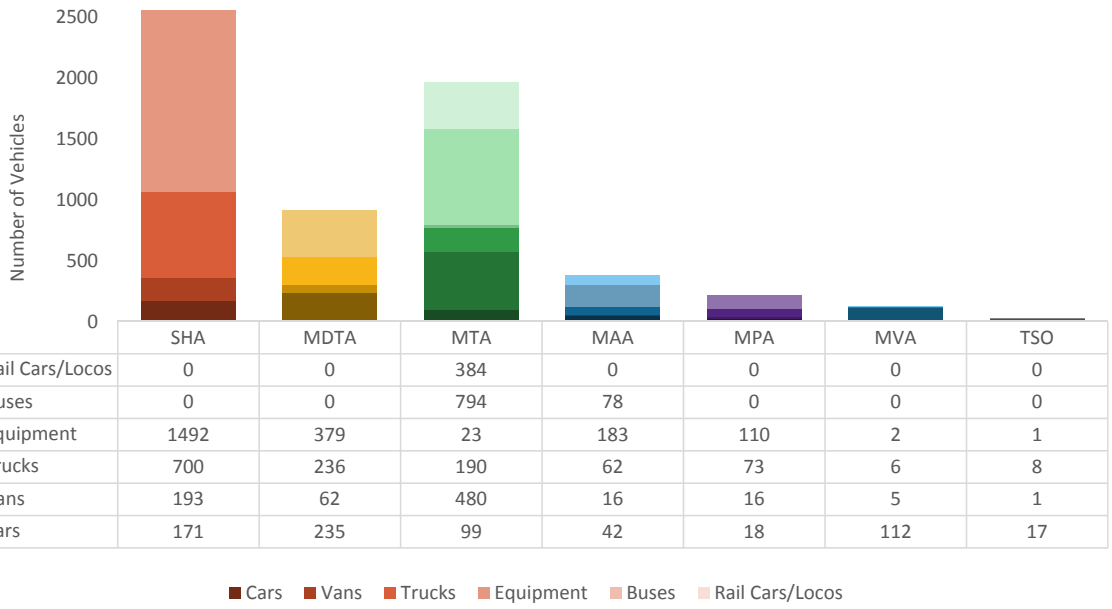
To assess the pavement, SHA and MDTA monitor the condition of pavement based upon the overall pavement condition. It is based upon the International Roughness Index (IRI) Pavement Criteria, which is the most commonly used measure worldwide for evaluating and managing road systems. Monitoring is performed using annual road inspections. In MDOT's recent Customer Satisfaction Survey, 76 percent of respondents were either very satisfied or satisfied with the smoothness of state-owned roads.

MTA monitors rail conditions for MTA Metro and Light Rail systems using TERM Lite evaluation software to evaluate guideway, track work and special structures. Evaluation occurs during an annual asset inventory.

MPA utilizes U.S. Army Corps of Engineers bay channel annual inspection surveys to monitor the dredging depth for shipping access channels to the Port of Baltimore.

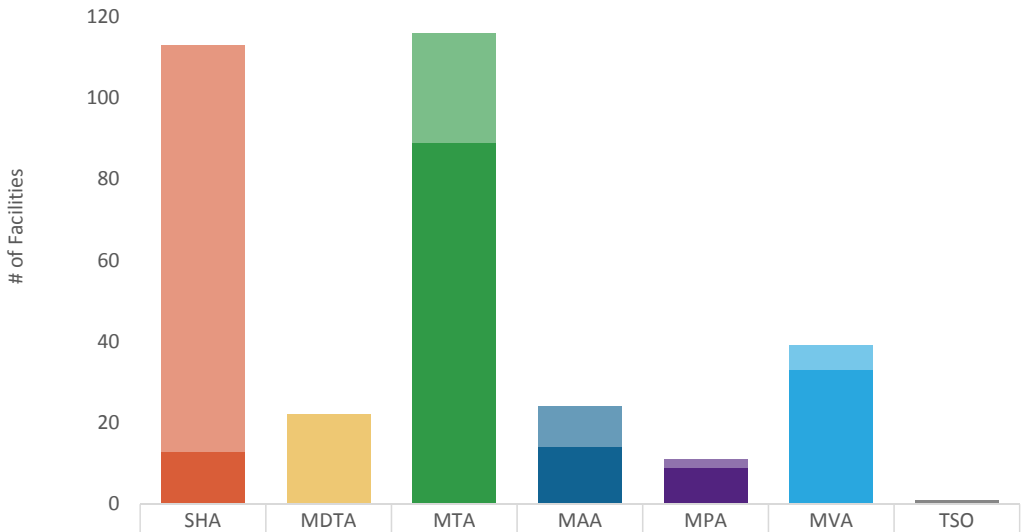
PERFORMANCE MEASURE 2.7
Managing Capital Assets

Chart 2.7A.1: Vehicles/Equipment by TBU CY2017



	SHA	MDTA	MTA	MAA	MPA	MVA	TSO
Rail Cars/Locos	0	0	384	0	0	0	0
Buses	0	0	794	78	0	0	0
Equipment	1492	379	23	183	110	2	1
Trucks	700	236	190	62	73	6	8
Vans	193	62	480	16	16	5	1
Cars	171	235	99	42	18	112	17

Chart 2.7A.2: Number of Facilities by TBU CY2017



	SHA	MDTA	MTA	MAA	MPA	MVA	TSO
Maintenance/Administrative	100	22	27	10	2	6	1
Customer	13	0	89	14	9	33	0

PERFORMANCE MEASURE 2.7
Managing Capital Assets

Chart 2.7B.1: Percent (and Number) of Structurally Deficient Bridges CY2017

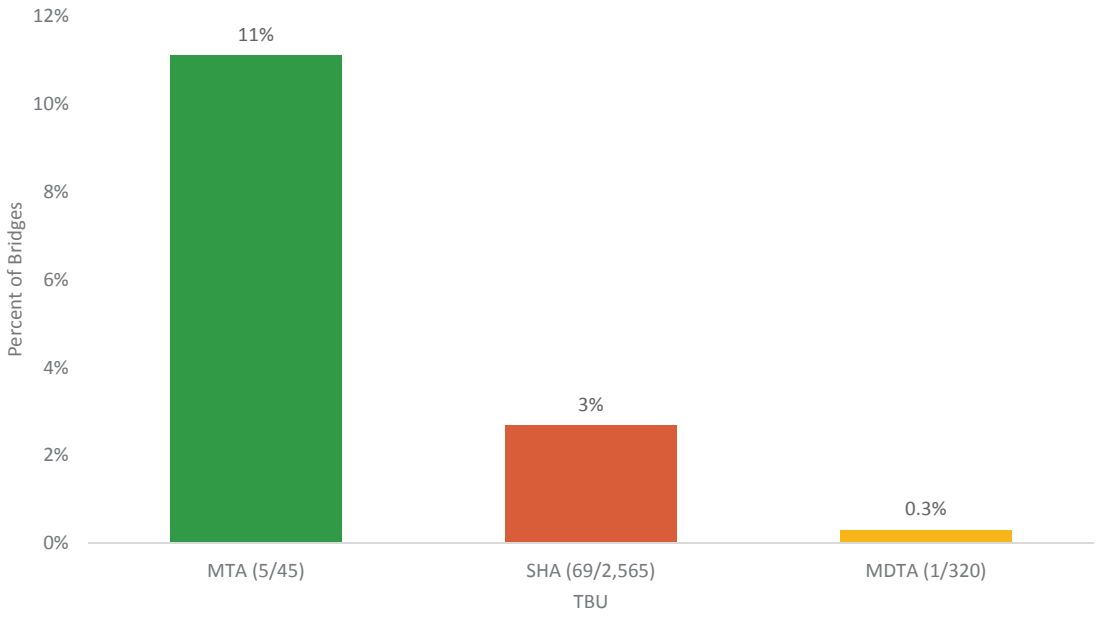
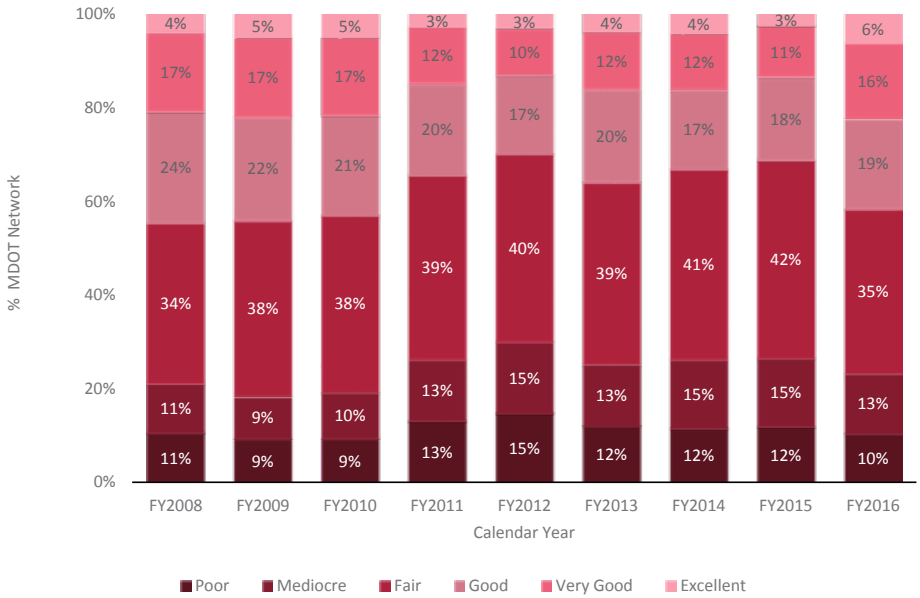


Chart 2.7C.1: Condition of MDOT Road Network CY2008-CY2016



PERFORMANCE MEASURE 2.7
Managing Capital Assets

Chart 2.7C.2: Satisfaction with Smoothness of State Roads CY2017

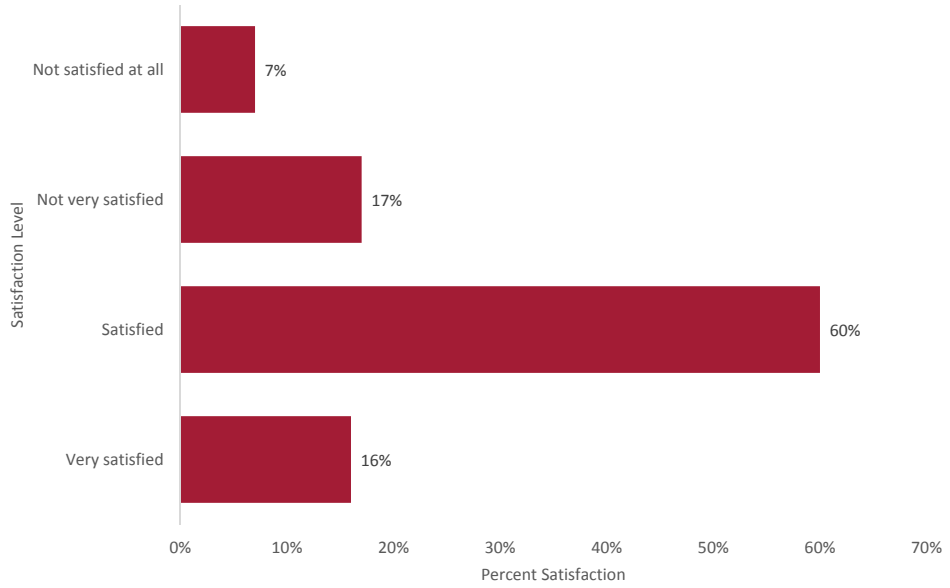
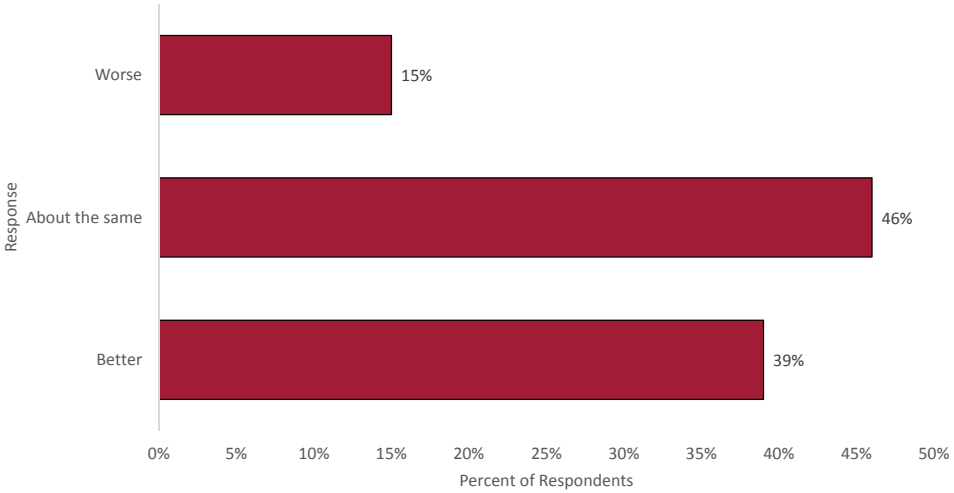


Chart 2.7C.3: Perception of Maryland's Roads Compared to Other States CY2017



PERFORMANCE MEASURE 2.7
Managing Capital Assets

Chart 2.7D.1: Rating of Baltimore Metro Rail in "Good" Condition (>2.5) FY2015-FY2016

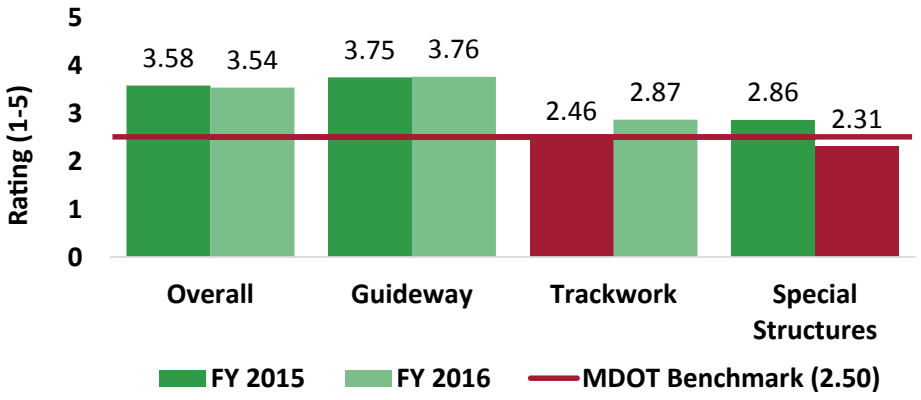
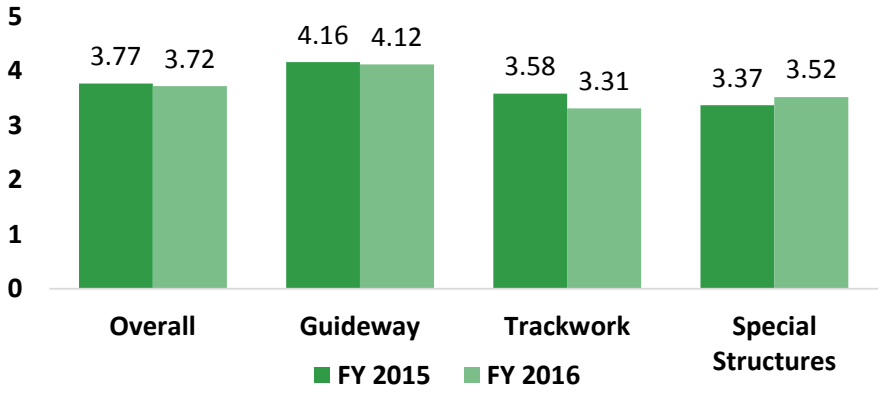
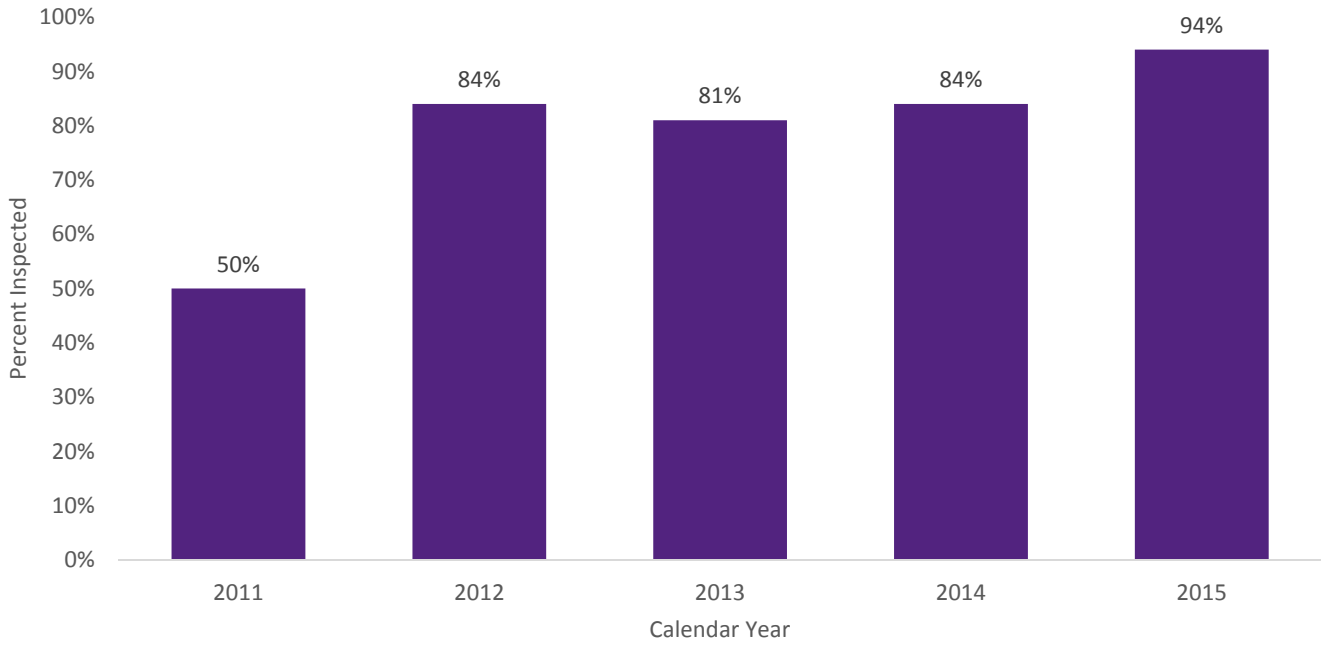


Chart 2.7D.2: Rating of Light Rail in "Good" Condition (>2.5) FY2015-FY2016



PERFORMANCE MEASURE 2.7
Managing Capital Assets

Chart 2.7E.1: Percent of Bay Channel Inspected CY2011-CY2015



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Jessica Mettle
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:
To track the timeliness and ability to match the budgets of the procurement process to be more efficient in our contracts.

FREQUENCY:
Annually (in October)

DATA COLLECTION METHODOLOGY:
Focus reports MDOT wide showing all active BPO for the fiscal year.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.8
Percent of Procurement on Time and on Budget

"Price is what you pay. Value is what you get."— Warren Buffett

The purpose of this measure is to encourage all managers to proactively monitor and manage each of their procurements to make sure that they are in line with the project and budget in an effort to improve overall contracting efficiencies. Over time, managers will do a better job at setting timelines and budgets for projects. Managers will report the project status accurately and in a timely manner so that problems are identified early and corrective action taken swiftly.

While the trend is improving, we have not addressed underlying issues. The focus must remain on identifying those contracts with issues. The process improvement team is working to understand the systemic problems that prevent contracts that should have been closed in FY2017 from being closed.

PERFORMANCE MEASURE 2.8

Percent of Procurement on Time and on Budget

Chart 2.8.1: Percent of Blanket Purchase Orders (BPO) Expired FY2014-FY2017

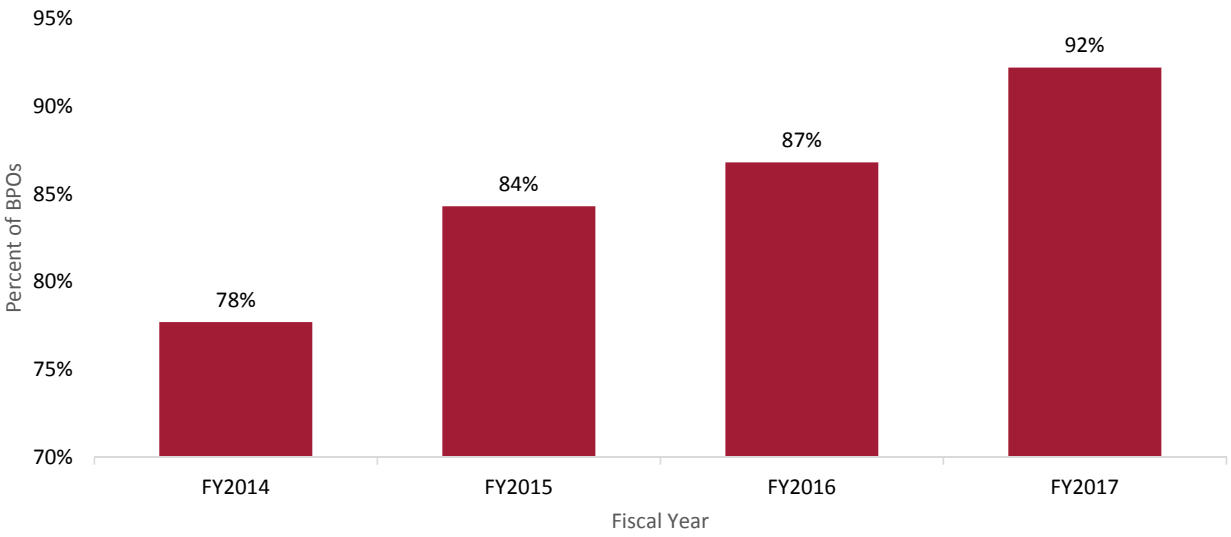
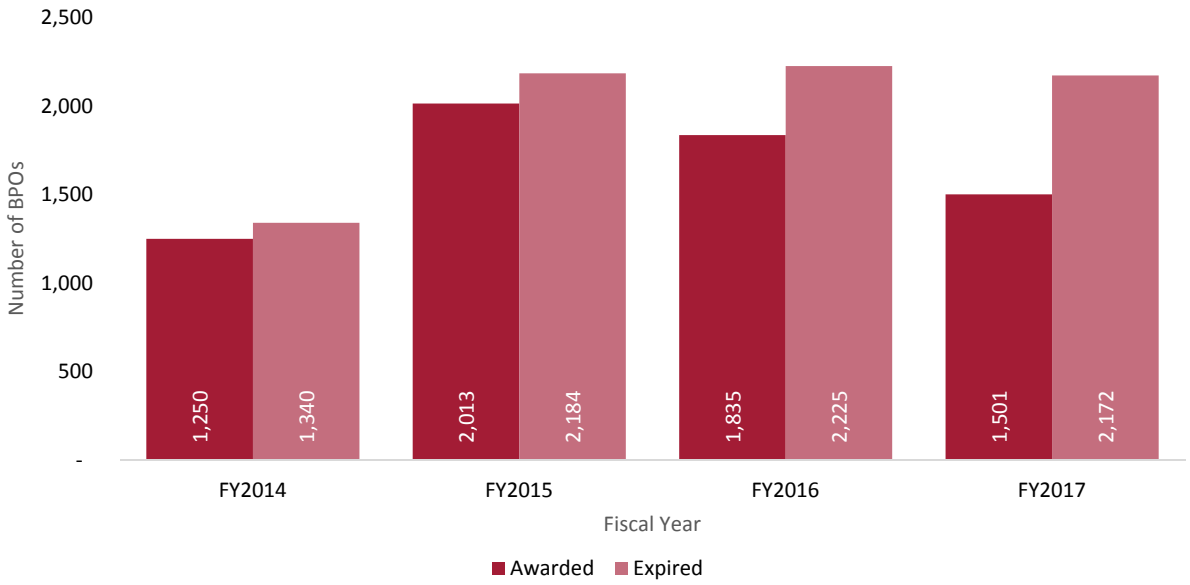


Chart 2.8.2: Number of Blanket Purchase Orders (BPOs) Awarded and Expired MDOT-Wide FY2014-FY2017



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Pretam Harry
Motor Vehicle Administration (MVA)

PURPOSE OF MEASURE:
To measure (a) the percent of occurrences and (b) the dollar value of unanticipated contract modifications on procurement contracts.

FREQUENCY:
Annually (in October)

DATA COLLECTION METHODOLOGY:
MDOT wide showing active unanticipated contract modifications equal to or greater than $1 million.

NATIONAL BENCHMARK:
N/A

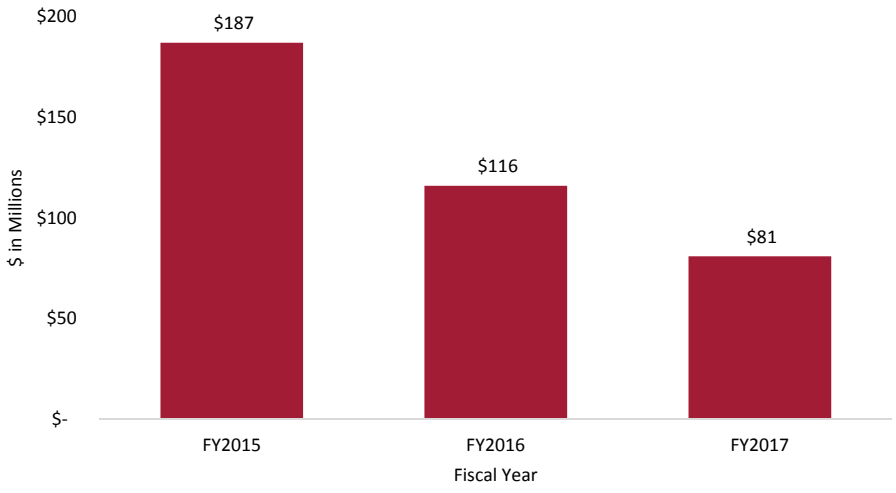
PERFORMANCE MEASURE 2.9
Percent and Value of Unanticipated Contract Modifications

"The comptroller and I — it's no secret — complain every single meeting about retroactive contracts and extension requests in order to complete new procurements." — Governor Larry Hogan

The purpose of this measure is to encourage all managers to proactively monitor and manage each of their procurements to make sure that they are minimizing the value and amount of unanticipated contract modifications. In addition, it will encourage project staff to use timely and accurate reports that managers can analyze to examine trends in unanticipated contract modifications.

The amount and value of contract modifications will vary from one transportation business unit to another depending on the type of project. For example, construction contracts, because of the uncertainties due to weather conditions or soil conditions, may require more contract modifications than building maintenance contracts. Similarly, an IT development contract may require more contract modifications than an IT maintenance contract.

Chart 2.9.1: Value of Unanticipated Contract Modifications in Millions of Dollars MDOTWide FY2015-FY2017



PERFORMANCE MEASURE 2.9

Percent and Value of Unanticipated Contract Modifications

Chart 2.9.2: Percent of Unanticipated Contract Modification Dollars Spent by TBU FY2015 - FY2017

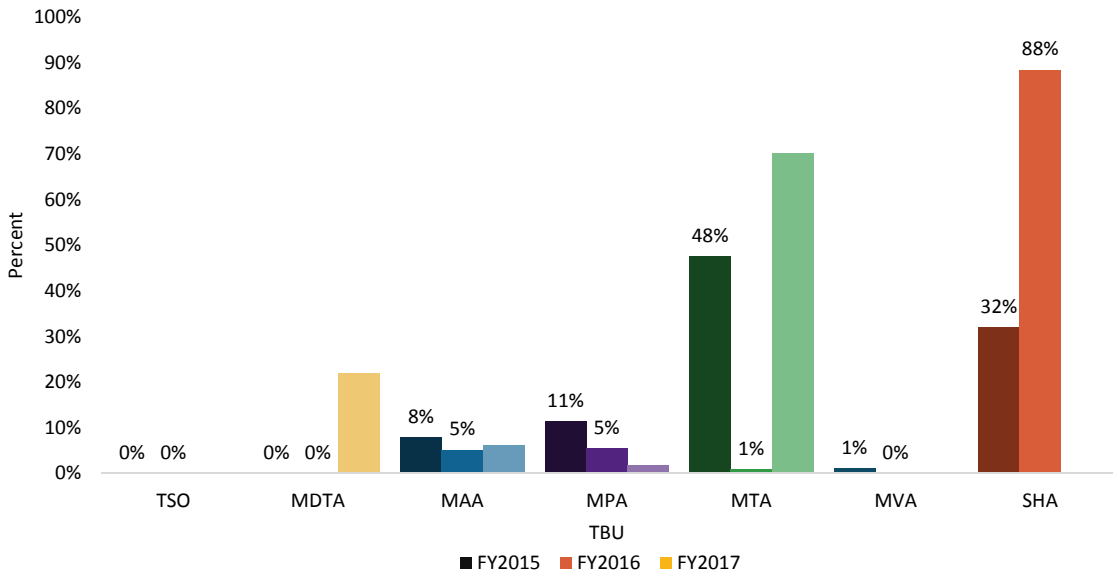
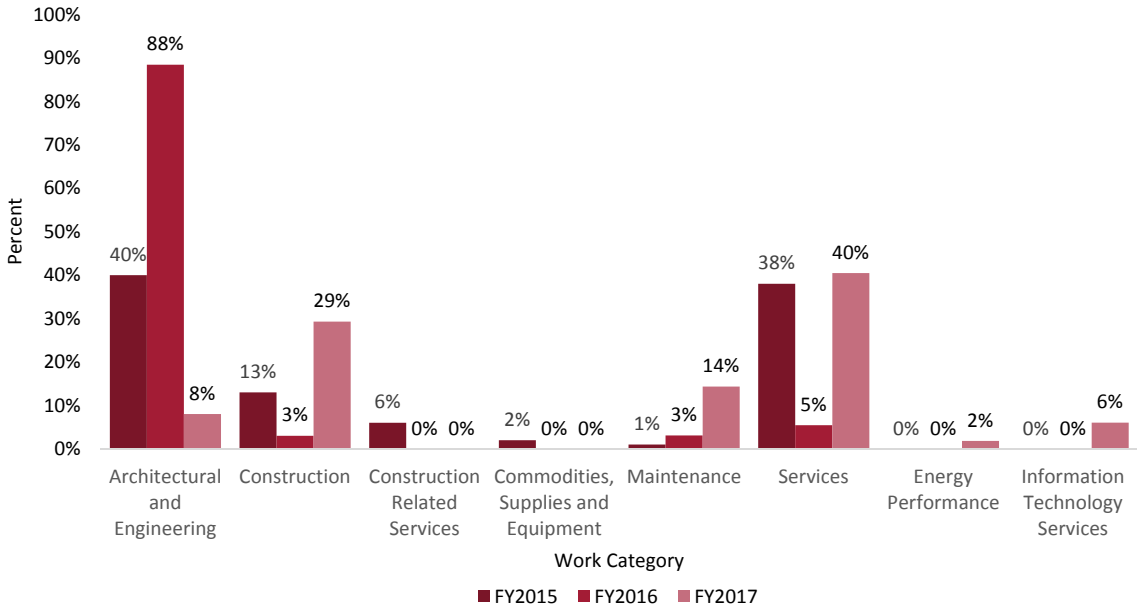


Chart 2.9.3: Percent of Unanticipated Contract Modification Dollars Spent by Category of Work FY2015 - FY2017



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Scott Schell
Maryland Transit Administration (MTA)

PURPOSE OF MEASURE:
To understand how procurement competition impacts MDOT resources.

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Data was collected on each TBU procurement contract over $200,000 during the first quarter of FY 2018. Sole source, emergency, and intergovernmental purchasing procurements were not included, as they have their own processes for determination. Procurement contract ID, number of bids, estimated cost and final contract amount were the used data points.

NATIONAL BENCHMARK:
N/A

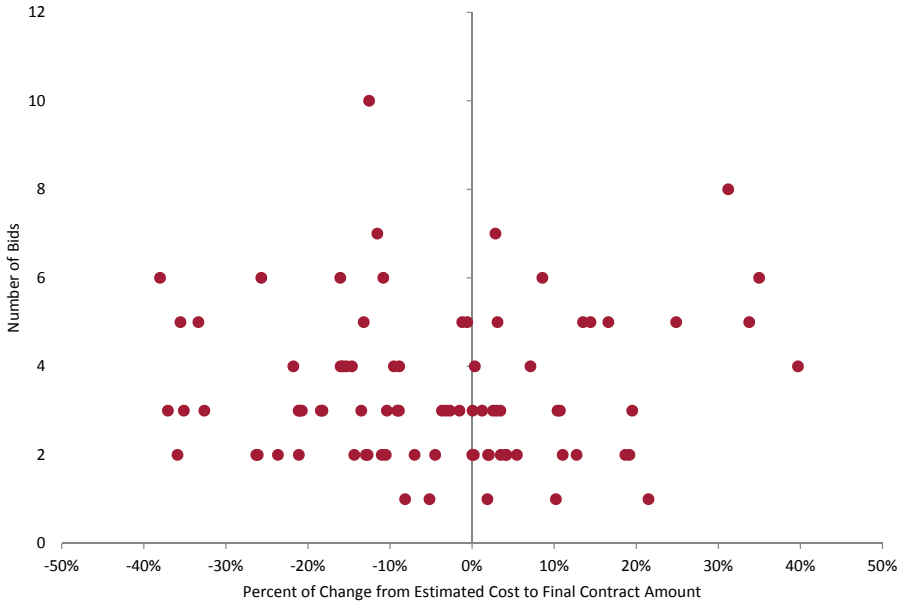
PERFORMANCE MEASURE 2.10
Relationship Between Procurement Competition and Cost

The purpose of this performance measure is to assess the impact of procurement competitiveness on contract costs, testing the hypothesis that increased competition leads to a better price. The chart below suggests that, in most cases as the number of bids increase, procurement contracts come in at or below cost estimate (-100 percent -0 percent). The procurements that increased in cost had a low number of bids.

The data trend revealed the need to develop an MDOT-wide initiative to track cost estimates on procurement contracts and to evaluate the process for determining estimates.

In Q4 of FY2017 an MDOT wide project improvement team forwarded to the Secretary recommendations for many standardized process and procedures that are proposed to provide more consistency throughout all MDOT TBU's. Recommendations include development of a standardized (ICE) price estimate procedure, a more comprehensive centralized database for contract information and a ONE MDOT Project Management Office among other items.

Chart 2.10.1: Percent Change from Estimated Cost to Final Contract Amount Q4 FY2017



PERFORMANCE MEASURE 2.10

Relationship Between Procurement Competition and Cost

Chart 2.10.2: Actual Versus Estimated by TBU 1Q FY 2018

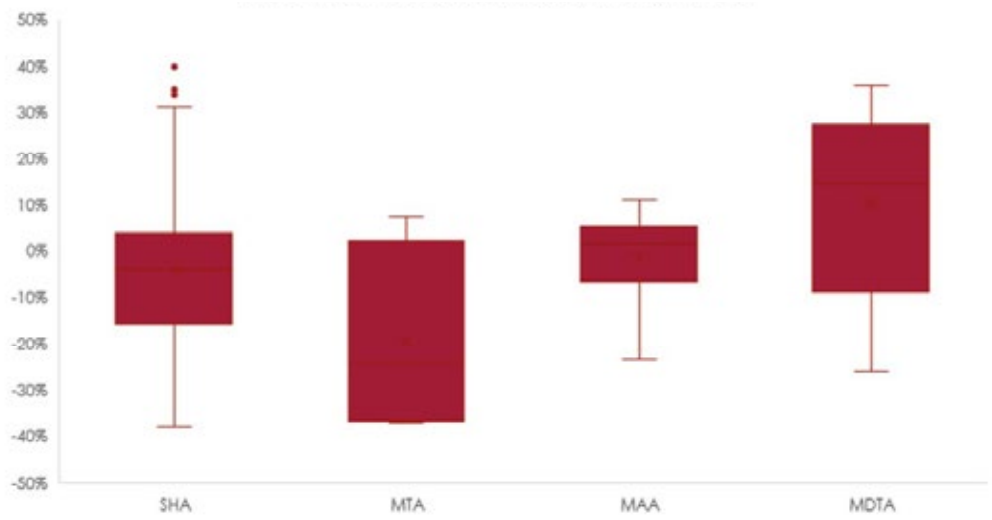
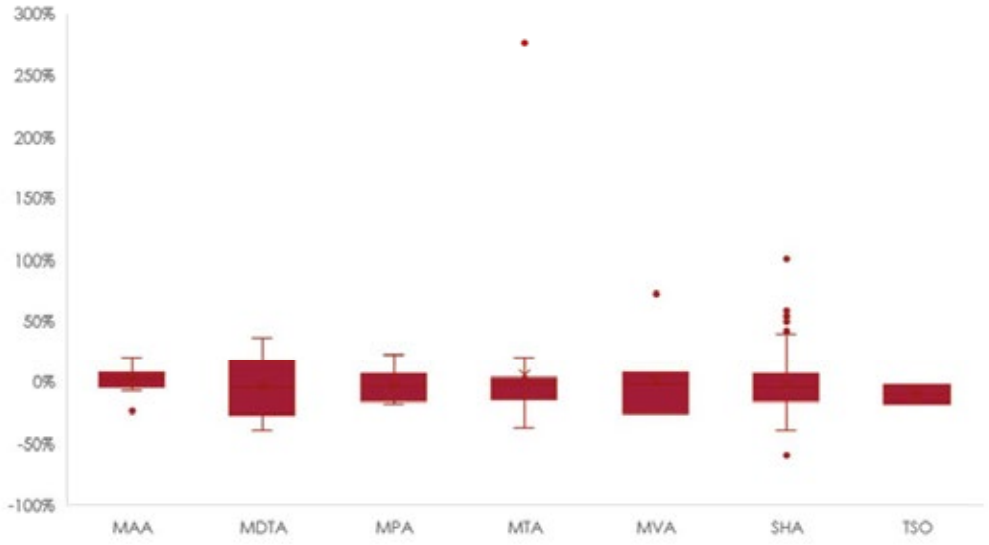


Chart 2.10.3: Actual Versus Estimated by TBU from 4QFY16 to 1QFY18



PERFORMANCE MEASURE 2.10

Relationship Between Procurement Competition and Cost

Chart 2.10.4: Actual Versus Estimated by Contract Type 1Q FY2018

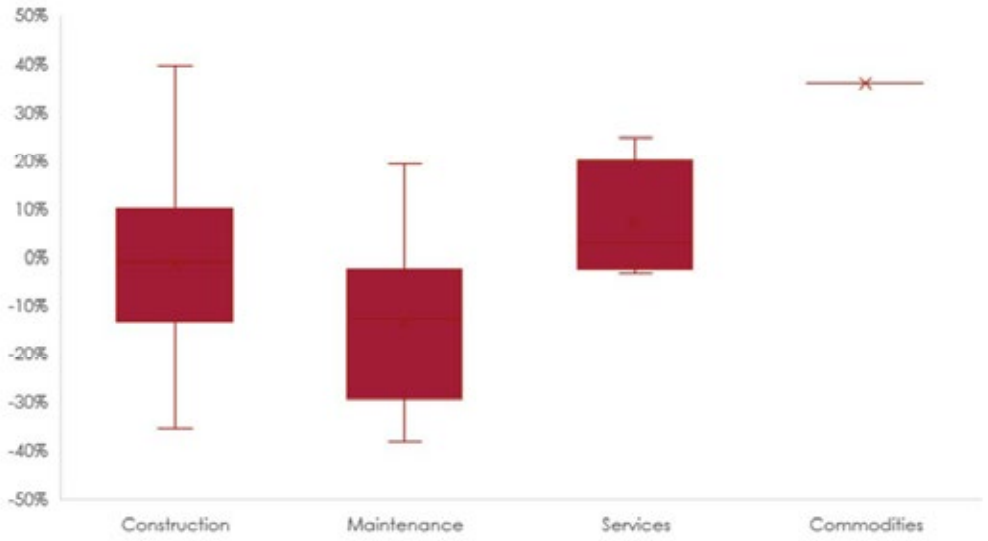
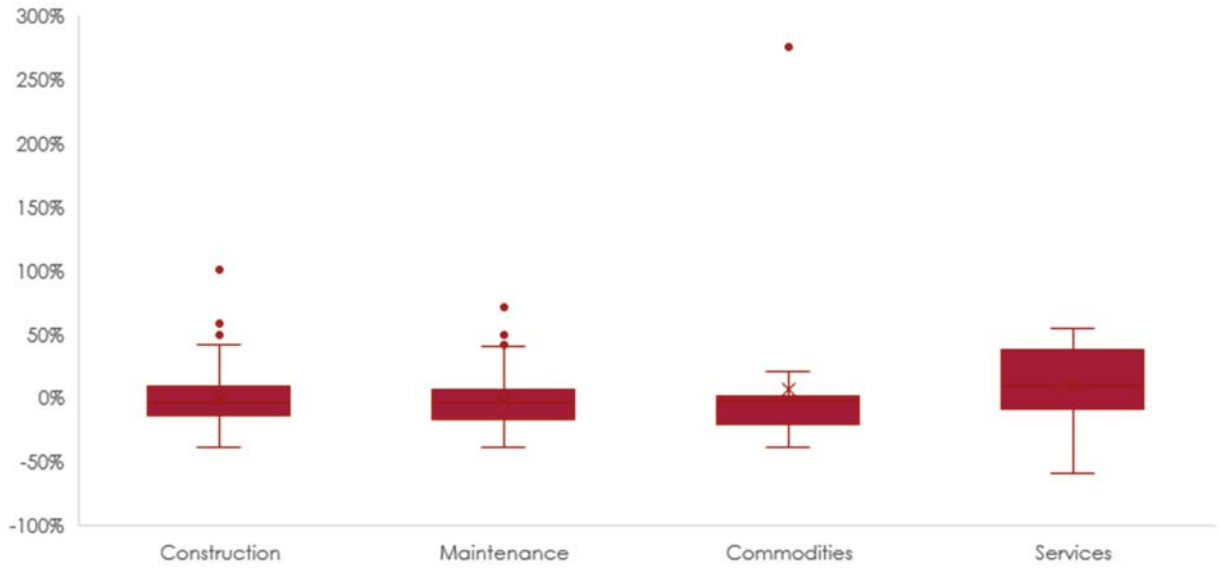


Chart 2.10.5: Actuals Versus Estimates by Contract Type 4QFY2016 through 4QFY 2017



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Patrick Bradley
Maryland Aviation Administration (MAA)

PURPOSE OF MEASURE:
To monitor compliance with State and organizational operating processes and procedures each year by tracking the number of Internal Audit Findings and Repeat Internal Audit Findings.

FREQUENCY:
Annually (in October)

DATA COLLECTION METHODOLOGY:
Information collected from TBU audit databases.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.11

Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

"Internal audit . . . the coolest profession in the world." — Tom Peters

Transparent, informative, and accurate financial reporting is essential for our customers to have confidence in MDOT's ability to manage resources. Audits provide a window into current systems and areas for improvement. Data will be presented by TBU in the number of audit findings and repeat audit findings on an annual basis. This will encourage MDOT and each TBU to avoid audit and repeat audit findings.

From FY2013-FY2017, there were 844 Internal Audit Findings. The number of Repeat Internal Audit Findings totaled 44 from FY2013-FY2017, dealing with materials and supplies management (22 findings), promotional expense documentation and authorization (9 findings), fixed asset inventories (6 findings), MBE subcontractors reporting and compliance reviews (2 findings), overtime approvals not being documented (2 findings) and one finding each on the COMAR competitive bid process, quality assurance reviews not signed and improper auto title lien documentation.

The repeat audit findings of materials and supplies management include such items as segregation of duties, access to storeroom, non-signed receipts, perpetual inventory records not being accurate, documentation issues and inventory turning over less than three times per year.

From FY2013-FY2016, of 627 total Internal Audit Findings, 32 were Repeat Internal Audit Findings or 5.1 percent.

From FY2013-FY2016, of 844 total Internal Audit Findings, 44 were Repeat Internal Audit Findings or 5.2 percent.

PERFORMANCE MEASURE 2.11

Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

Chart 2.11.1: Number of Internal Audit Findings by TBU FY2013-FY2017

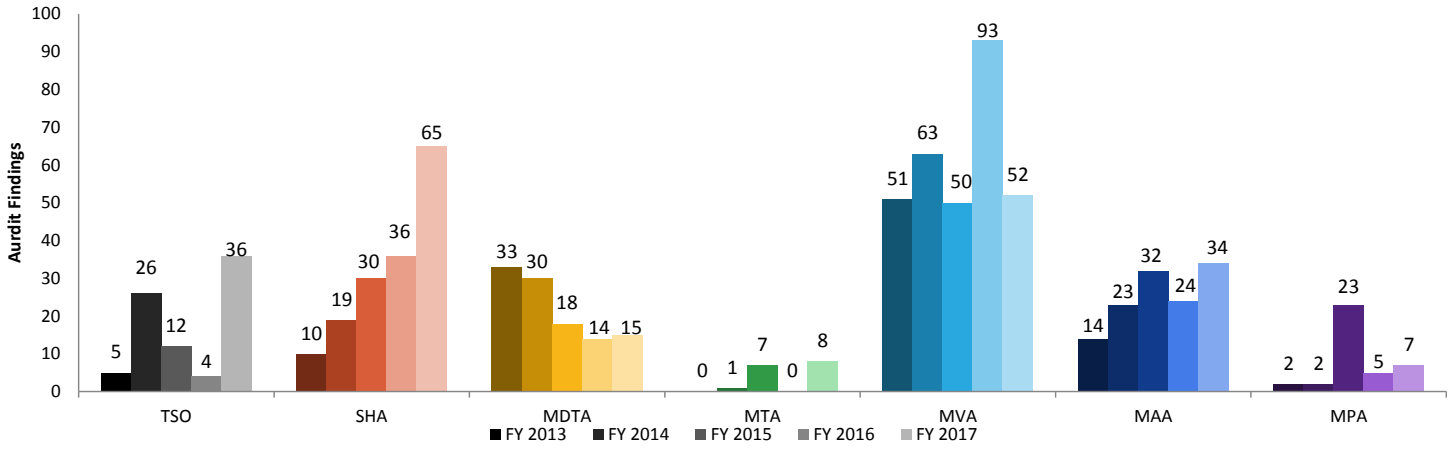
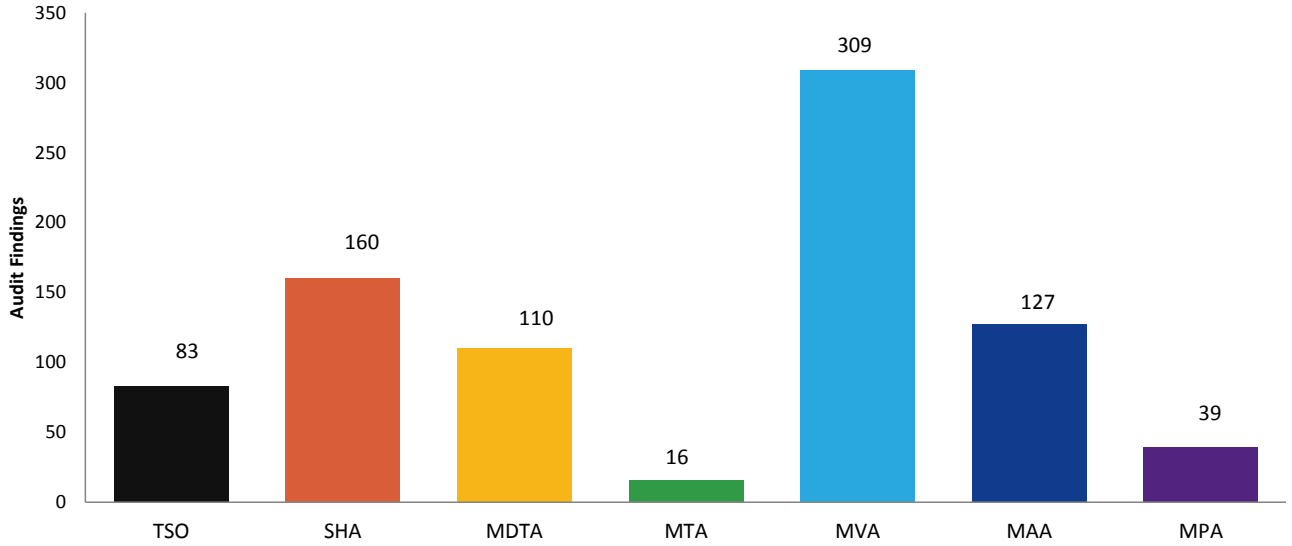


Chart 2.11.2: Number of Total Internal Audit Findings by TBU FY2013-FY2017



PERFORMANCE MEASURE 2.11

Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

Chart 2.11.3: Total Internal Audit Findings MDOT-Wide FY2013-FY2017

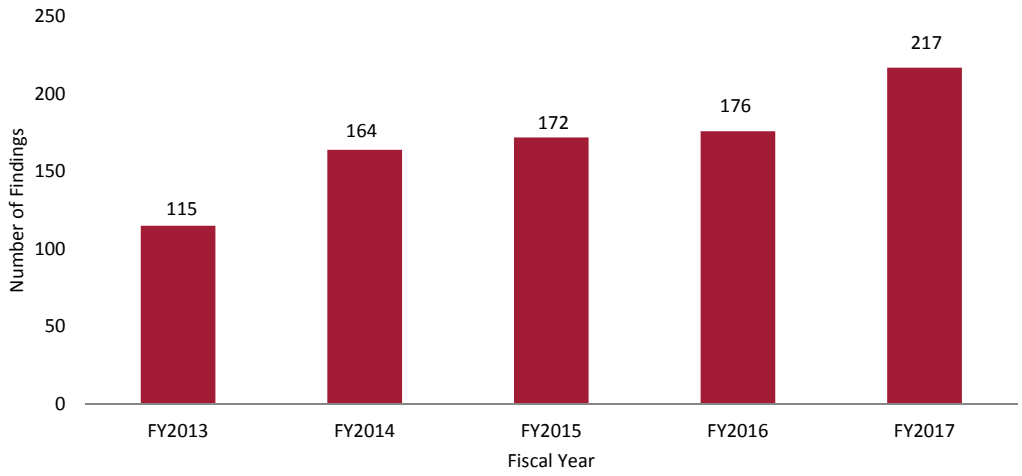
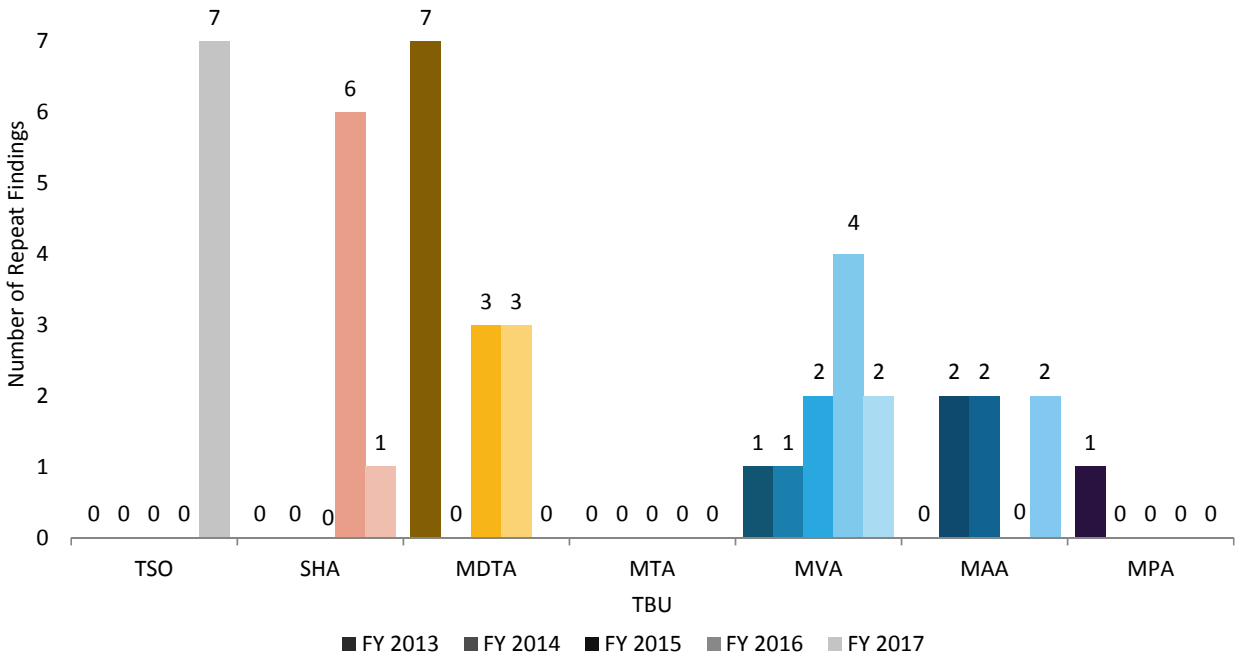


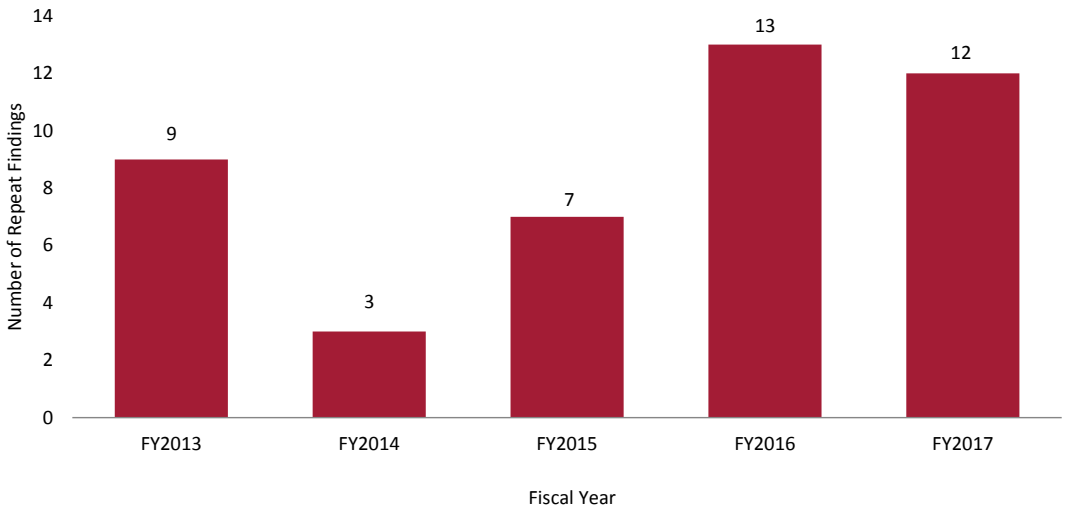
Chart 2.11.4: Number of Internal Audit Repeat Findings FY2013-FY2017



PERFORMANCE MEASURE 2.11

Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

Chart 2.11.5: Trend in Total Internal Audit Repeat Findings MDOT-Wide FY2013-FY2017



TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Patrick Bradley
Maryland Aviation Administration (MAA)

PURPOSE OF MEASURE:
To monitor compliance with State and organizational operating processes and procedures each year by tracking the number of Legislative Repeat Audit Findings.

FREQUENCY:
Annually (in January)

DATA COLLECTION METHODOLOGY:
Information collected from TBU audit databases.

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE 2.12
Number of Legislative Repeat Audit Findings

"Fraud is a binary issue where the only good number is zero."
— Rob Norman

Transparent, informative, and accurate financial reporting is essential for our customers to have confidence in MDOT's ability to manage resources. Legislative audits provide an external view of our current systems and areas for improvement.

The purpose of this performance measure is to track the number of Legislative Repeat Audit Findings. Data will be presented MDOT-wide in the number of legislative repeat audit findings on an annual basis. This will encourage MDOT and each TBU to avoid legislative repeat audit findings.

In FY2013-FY2017 there were six total Office of Legislative Audit (OLA) Repeat Audit Findings dealing with proper internal controls over items purchased not being maintained, access to fare collection equipment and money rooms not being controlled, access controls to critical database security logs, files and transactions lacking, a lack of controls over critical virtual servers, the process for determining the propriety of architectural and engineering contract billings not being comprehensive and a lack of internal controls to ensure independent approvals for purchasing and disbursement transactions.

Five Legislative Repeat Audit Findings occurred in FY2013-FY2017 and have been resolved.

There were zero Legislative Repeat Audit Findings in FY2016.

There was one Legislative Repeat Audit Finding in FY2017 which has been resolved.

PERFORMANCE MEASURE 2.12

Number of Legislative Repeat Audit Findings

Chart 2.12.1: Number of OLA Findings & Repeat Findings by TBU FY2013 - FY2017

	Fiscal Year											
	2013		2014		2015		2016		2017		Total	
TSO	4	0					3	0			7	0
SHA	10	1					2	0			12	1
MDTA			2	1					0	0	2	1
MTA					9	1					9	1
MVA			9	2							9	2
MAA	8	0							4	1	12	1
MPA					2	0					2	0
Total Findings	22		11		11		5		4		53	
Total Repeat Findings		1		3		1		0		1		6

TANGIBLE RESULT DRIVER:
Corey Stottlemyer
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Larry Kimble
Maryland Transportation Authority (MDTA)

PURPOSE OF MEASURE:
To monitor and ensure regularly scheduled PM's are conducted on time and in accordance with each TBU's guidelines. Reduce the percentage of vehicles which have not been PM'd within prescribed time, mileage or hours requirements. MDTA also reduces the percent of vehicles reaching the critical zone for preventive maintenance.

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Maximo

NATIONAL BENCHMARK:
N/A, mix of equipment doesn't lend itself to one standard benchmark.

PERFORMANCE MEASURE 2.13
MDOT Fleet Vehicle On-Time Preventive Maintenance

"Take care of your car in the garage, and the car will take care of you on the road." – Amit Kalantri

The Preventive Maintenance (PM) Programs at each TBU is designed to ensure preventative maintenance is performed that will support efficient and effective vehicle/equipment service on a daily basis. Effective servicing leads to reliability, operating efficiency and optimizes the number of vehicles/equipment available to meet service demand functions/customer service throughout MDOT.

These objectives must be achieved with proper balance of vehicle/equipment preventive maintenance and fiscal constraints. It is recognized that preventive maintenance has associated costs however, vehicle/equipment resources are a significant investment and must be a protected asset.

In August, 2017 the decision was made to add all TBU's to this Performance Measure and transfer it to Excellerator TR2. Both items were accomplished in September, 2017 and the new TR is now identified as Performance Measure 2.13, Use Resources Wisely, "MDOT Fleet Vehicle On-Time PM's." The previous measure, "Critical Zone" PM's is exclusive to MDTA and will continue to be reported individually. An initial meeting was conducted with all fleet representatives on 9/27/17. Reporting criteria was shared and agreed on. Each TBU discussed their ability to retrieve requested data in time for the October Excellerator meeting. Data challenges: All TBU's may not be able to retrieve a year of data since there have been recent changes in their collection systems. We will report on available data in October with a continued pursuit to collect additional/future data. Information will be supplied by month but reported as quarterly data.

MDTA was able to increase the vehicle replacement mileage from 100,000 to 150,000 through its PM program without compromise to safety and equipment availability. This extends the life of the vehicle while avoiding overall replacement costs.

PERFORMANCE MEASURE 2.13

MDOT Fleet Vehicle On-Time Preventive Maintenance

Chart 2.13.1: MDOT On-Time Preventitive Maintenance by TBU CY2017